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Proposed programme budget for the biennium 2016-2017**

Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 25 of the biennial programme plan for the period 2016-2017)***

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* Reissued for technical reasons on 20 May 2015.

** A summary of the approved programme budget will be issued as A/70/6/Add.1.

*** A/69/6/Rev.1 and the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017.

**** For the biennium 2016-2017 component 5, Human resources information systems, falls under the purview of section 29E, Office of Information and Communications Technology, to support the implementation of the information and communications technology strategy, pursuant to section II of General Assembly resolution 69/262.

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Overview

Table 29C.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	76 584 200
New mandates and inter-component changes	(3 428 300)
Changes in line with General Assembly resolution 69/264 (further reductions)	(76 800)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(1 800 000)
Total resource change	(5 305 100)
Proposal of the Secretary-General for 2016-2017[a]	71 279 100

[a] At 2014-2015 revised rates.

Table 29C.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	173	1 ASG, 3 D-2, 5 D-1, 17 P-5, 23 P-4, 20 P-3, 14 P-2/1, 10 GS (PL), 80 GS (OL)
Redeployments	(12)	2 P-5, 1 P-4, 1 P-3, 1 P-2, 1 GS (PL), 6 GS (OL) from component 5 to the Office of Information and Communications Technology (sect. 29E)
Redeployments	(9)	1 P-3, 2 P-2, 1 GS (PL), 3 GS (OL) from component 5 to component 2
		1 P-5 and 1 P-3 from New York to Bangkok within component 1
Proposed for the biennium 2016-2017	161	1 ASG, 3 D-2, 5 D-1, 15 P-5, 22 P-4, 19 P-3, 13 P-2/1, 9 GS (PL), 74 GS (OL)

Overall orientation

29C.1 The Office of Human Resources Management is responsible for implementing the programme of work under section 29C, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The overall responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/2011/4. The activities proposed under section 29C fall within subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the biennium 2016-2017.

29C.2 The Office will continue to advance its reform agenda aimed at developing an Organization that is responsive and supports a culture of empowerment and performance, allows for equal access to career opportunities irrespective of programmes and sources of funding and provides staff members with opportunities to learn and grow so that they can reach their greatest potential. It will also focus on strengthening workforce planning, performance management, career support and the implementation of the mobility framework subject to the approval of the General Assembly. The

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Office, within its mandate and in close cooperation with other relevant structures of the Secretariat, will continue to strengthen the system of administration of justice, as set out in General Assembly resolution 61/261 and subsequent relevant resolutions that address, among other things, issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system. In addition, the Office will improve its delivery of occupational health services to United Nations staff and facilities worldwide.

29C.3 The talent management information system, Inspira, will continue to be enhanced in support of human resources reform efforts in areas such as recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Department will continue to support the achievement of equitable geographical representation and to strengthen the integration of a gender perspective in the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

29C.4 In section II of its resolution 69/262, the General Assembly endorsed all elements of the proposed information and communications technology strategy and requested the Secretary-General to ensure its implementation, taking into account the comments, observations and recommendations of the Board of Auditors and of the Advisory Committee on Administrative and Budgetary Questions. As part of the harmonization efforts in the Department of Management, the information and communications technology function in the Human Resources Information Systems Section is proposed to be consolidated under the Office of Information and Communications Technology, namely, the Enterprise Applications Centres in New York and Bangkok, the Enterprise Service Desk of the Global Services Division and the Global Operations Division. Accordingly, in support of the new information and communications technology strategy, it is proposed to transfer component 5, Human resources information systems, including 12 posts and related non-post requirements to section 29E, Office of Information and Communications Technology.

29C.5 Resources that were reflected in component 5 in the biennium 2014-2015 related to the support of human resources data analysis, dashboards and reports for the online human resources management scorecard that allow for self-monitoring of targets and performance using human resource action plans and facilitate monitoring and oversight by Member States, are proposed to be transferred to component 2, Strategic planning and staffing, to better reflect established organizational reporting lines. In addition, centralized operational resource requirements for the Office of Human Resources Management that had been consolidated under component 5 in the biennium 2014-2015 are proposed to be transferred in the biennium 2016-2017 to the Strategic Planning and Staffing Division (component 2) in line with the operational requirements of the Office.

29C.6 The Learning, Development and Human Resources Services Division will continue to provide guidance, advice and support on performance management, in particular on revisions to policies and processes; provide training and guidance/user support on the revised ePerformance tool; and coordinate and facilitate the implementation of required performance management training to staff.

Overview of resources

29C.7 The overall level of resources proposed for the biennium 2016-2017 for the Office of Human Resources Management amounts to $71,279,100 (before recosting), reflecting a net decrease of $5,305,100, or 6.9 per cent, compared with the appropriation for 2014-2015. Resource changes result from three factors, namely: (a) new mandates and inter-component changes; (b) further reductions in line with General Assembly resolution 69/264; and (c) efficiencies in line with

General Assembly resolution 69/264. The proposed reductions will not have an impact on full and effective mandate implementation.

29C.8 Resource changes in line with General Assembly resolution 69/264 reflect proposals to freeze recruitment against established posts and reductions in non-post resources that are anticipated in 2016-2017.

29C.9 The proposed reductions will be influenced by the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. The flexibility means that the composition of the post freezes, and the reorganization of functions and roles as a result of the freezing of posts, will only be determined during 2016-2017, when the impact of Umoja becomes clearer.

29C.10 The distribution of resources is reflected in tables 29C.3 to 29C.5 below.

Table 29C.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

	2012-2013 expenditure	*2014-2015 appropriation*	*Resource changes*						*Total before recosting*	*Recosting*	*2016-2017 estimate*
			Technical adjustment (non-recurrent, biennial provision of posts)	*New mandates and inter-component changes*[a]	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*			
A. Executive direction and management	5 053.1	3 097.8	–	–	(19.5)	(126.7)	(146.2)	(4.7)	2 951.6	89.6	3 041.2
B. Programme of work[a]											
1. Policy	6 993.8	6 162.8	–	(42.1)	(9.9)	(88.9)	(140.9)	(2.3)	6 021.9	171.7	6 193.6
2. Strategic planning and staffing	12 848.0	12 260.3	–	3 787.5	(31.2)	(485.2)	3 271.1	26.7	15 531.4	514.0	16 045.4
3. Learning, development and human resources services	39 232.6	41 193.8	–	114.7	(3.0)	(841.8)	(730.1)	(1.8)	40 463.7	1 634.2	42 097.9
4. Medical services	6 024.3	6 554.0	–	27.1	(13.2)	(257.4)	(243.5)	(3.7)	6 310.5	237.6	6 548.1
5. Human resources information systems	6 752.0	7 315.5	–	(7 315.5)	–	–	(7 315.5)	(100.0)	–	–	–
Subtotal, B	**71 850.6**	**73 486.4**	**–**	**(3 428.3)**	**(57.3)**	**(1 673.3)**	**(5 158.9)**	**(7.0)**	**68 327.5**	**2 557.5**	**70 885.0**
Subtotal, 1	**76 903.7**	**76 584.2**	**–**	**(3 428.3)**	**(76.8)**	**(1 800.0)**	**(5 305.1)**	**(6.9)**	**71 279.1**	**2 647.1**	**73 926.2**

(2) *Other assessed*[a]

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
A. Executive direction and management	–	–	–
B. Programme of work			
1. Policy	5 849.3	5 697.8	5 367.8
2. Strategic planning and staffing	2 460.4	2 088.9	2 343.2
3. Learning, development and human resources services	2 547.0	2 703.6	2 531.4
4. Medical services	4 021.6	3 987.0	3 829.1
5. Human resources information systems	8 302.6	7 904.7	–
Subtotal, 2	**23 180.9**	**22 382.0**	**14 071.5**

(3) *Extrabudgetary*[c]

	2012-2013 expenditure	*2014-2015 estimate*	*2016-2017 estimate*
A. Executive direction and management	32.2	0.5	12.5
B. Programme of work			
1. Policy	1 919.4	2 687.8	2 787.8
2. Strategic planning and staffing	645.8	844.0	958.0
3. Learning, development and human resources services	1 001.6	1 103.5	1 106.3
4. Medical services	2 895.0	3 847.5	3 615.3
5. Human resources information systems	–	–	–
Subtotal, B	**6 461.8**	**8 482.8**	**8 467.4**
Subtotal, 3	**6 494.0**	**8 483.3**	**8 479.9**
Total	**106 578.6**	**107 449.5**	**96 477.6**

[a] Includes redeployment of resources to section 29E, Office of Information and Communications Technology in line with section II of General Assembly resolution 69/262.

[b] Financed exclusively by the support account for peacekeeping operations.

[c] Financed from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures and support to extrabudgetary substantive activities.

Table 29C.4 **Post resources**[a]

Category	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[b]		Temporary: Extrabudgetary[c]		Total	
	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017	2014-2015	2016-2017
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	3	3	–	–	–	–	–	–	3	3
D-1	5	5	–	–	–	–	–	–	5	5
P-5	17	15	–	–	2	2	1	1	20	18
P-4/3	40	39	3	2	24	22	5	5	72	68
P-2/1	13	13	1	–	1	1	–	2	15	16
Subtotal	**79**	**76**	**4**	**2**	**27**	**25**	**6**	**8**	**116**	**111**
General Service										
Principal level	10	9	–	–	1	1	5	5	16	15
Other level	78	72	2	2	18	17	9	6	107	97
Subtotal	**88**	**81**	**2**	**2**	**19**	**18**	**14**	**11**	**123**	**112**
Total	**167**	**157**	**6**	**4**	**46**	**43**	**20**	**19**	**239**	**223**

[a] Includes post resources for the biennium 2014-2015 related to component 5, Human resources information systems, which are proposed to be redeployed to section 29E, Office of Information and Communications Technology, in support of the new information and communications technology strategy endorsed by the General Assembly in section II of its resolution 69/262.

[b] Resource requirements financed exclusively from the support account for peacekeeping operations.

[c] 1 P-5, 3 P-4, 2 P-3, 2 P-2, 5 GS (PL) and 6 GS (OL) funded from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures; and 1 GS (OL) funded from support to extrabudgetary substantive activities.

Table 29C.5 **Distribution of resources by component**

(Percentage)

	Regular budget	Other assessed	Extrabudgetary
A. Executive direction and management	4.1	–	0.1
B. Programme of work			
1. Policy	8.4	38.1	32.9
2. Strategic planning and staffing	21.8	16.7	11.3
3. Learning, development and human resources services	56.8	18.0	13.0
4. Medical services	8.9	27.2	42.6
Subtotal, B	**95.9**	**100.0**	**99.9**
Total	**100.0**	**100.0**	**100.0**

New mandates and inter-component changes

29C.11 A decrease of $3,428,300 is proposed in respect of new mandates and inter-component changes. The decrease reflects the proposed outward redeployment of 12 posts (2 P-5, 1 P-4, 1 P-3, 1 P-2, 1 General Service (Principal level) and 6 General Service (Other level)) and non-post resources from component 5, Human resources information systems, to section 29E, Office of Information

and Communications Technology, in support of the new information and communications technology strategy endorsed by the General Assembly in section II of its resolution 69/262. Inter-component changes, which have no net impact upon overall resource requirements consist of: (a) the proposed inward redeployment of 7 posts (1 P-3, 2 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) and non-post resources from component 5 to component 2, Strategic planning and staffing, in line with the operational requirements of the Office and to better reflect established organizational reporting lines ($3,787,500); (b) the proposed reclassification from the P-4 level to the P-5 level of the general temporary position for a medical specialist in infectious disease under component 4, Medical services ($53,700); and (c) other redistribution of resources across components and various objects of expenditure in an effort to better implement existing mandates.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

29C.12 A decrease of $76,800 is proposed under non-post resources in line with General Assembly resolution 69/264. The proposed decrease relates to travel of staff and takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department plans to bring about in 2016-2017.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

29C.13 Resource changes of $1,800,000 are proposed in line with General Assembly resolution 69/264 under posts ($1,744,200) and non-post resources ($55,800). The decrease of $1,744,200 under posts reflects proposals on: (a) freezing recruitment against established posts ($1,655,300) under executive direction and management, component 2, Strategic planning and staffing, component 3, Learning, development and human resources services and component 4, Medical services; and (b) geographic redeployment of two posts under component 1, Policy ($88,900). The proposed decrease of $55,800 under non-post resources relates to general operating expenses and supplies and materials and takes into account further efficiencies that the Office plans to bring about in 2016-2017.

Other assessed and extrabudgetary resources

29C.14 Regular budget resources would be complemented by additional resources, derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations and from substantive trust funds in support of various activities of the Office relating mainly to guidance and advice on the implementation of human resources policies and operational procedures. For the biennium 2016-2017, total additional resources to be received are estimated at $22,551,400, comprising: (a) programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($8,479,900), including continued funding of 19 posts (8 in the Professional category and 11 in the General Service category); (b) income from the Trust Fund to Promote Information to United Nations Staff about the Work of the Organization; (c) income from the United Nations Memorial and Recognition Trust Fund; and (d) resources from the support account for peacekeeping operations ($14,071,500), including continued funding of 43 posts (25 in the Professional category and 18 in the General Service category). The net decrease of $8,313,900 compared with the biennium 2014-2015 mainly reflects the proposed transfer of the Human Resources Information Systems Section (component 5) to section 29E, Office of Information and Communications Technology, to support implementation of the information and communications technology strategy pursuant to section II of General Assembly resolution 69/262.

Other information

29C.15 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of self-monitoring and evaluation would amount to $430,500 (30.25 work-months), representing 25.25 work-months of staff in the Professional category and 5 work-months of staff in the General Service category, reflected under various divisions, services and sections. The Learning, Development and Human Resources Services Division continually assesses the usefulness of its training programmes and the levels of satisfaction of participants through questionnaires. Every two years, the Office conducts a Secretariat-wide survey, including all missions, in which staff rate the efficiency and quality of client services of the Human Resources Services Section. Performance measurement and monitoring of divisional training programmes, as well as human resources services, will continue and the primary self-assessment tool will be surveys completed by clients. The Office recently conducted a self-assessment on the overall training strategy, which highlighted several challenges and resulted in a refocusing of the learning and career support strategy.

29C.16 Requirements under business continuity in the amount of $27,400 for the biennium 2016-2017 are based upon the provision of support elements for a total of 36 staff who would be responsible for maintaining critical functions in the Office of Human Resources Management in case of crises and interruptions and would therefore require remote access to its applications and data.

A. Executive direction and management

Resource requirements (before recosting): $2,951,600

29C.17 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination (CEB) and its subsidiary bodies, and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission (ICSC) and other programmes and organizations of the United Nations system, as well as the media, and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Regulations and Rules of the United Nations.

29C.18 With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate Office of the Assistant Secretary-General is responsible for communicating with staff at large through various means and for exchanging views with staff on various aspects of human resources management.

29C.19 During the biennium 2016-2017, the Office of the Assistant Secretary-General will continue to focus on the implementation of human resources reforms as set out in the relevant resolutions.

Table 29C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	Continuous improvement in human resources policies, practices and programmes	Target	14	14	14
		Estimate		14	14
	[number of improvements realized in the biennium]	Actual			22
(b) Programme of work is effectively managed	Timely delivery of outputs and services	Target	100	90	90
	[percentage of outputs delivered within established deadlines]	Estimate		90	90
		Actual			85

External factors

29C.20 The objectives and expected accomplishments under executive direction and management are expected to be achieved on the assumption that: (a) stakeholders will be supportive of the efforts of, and will extend full cooperation to, the Office of Human Resources Management; and (b) the staff-management consultative process will contribute positively to human resources management reform.

Outputs

29C.21 During the biennium 2016-2017, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Representing the Secretary-General at meetings of intergovernmental/expert bodies on human resources management matters;

(ii) Strategic guidance and management oversight concerning human resources management in the Secretariat, including authorization and review of delegation of authority relating to human resources matters;

(b) Other substantive activities (regular budget and extrabudgetary): representation at, and convening of, meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern.

29C.22 The distribution of resources for executive direction and management is reflected in table 29C.7 below.

Table 29C.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 610.9	2 484.2	9	9
Non-post	486.9	467.4	–	–
Subtotal	**3 097.8**	**2 951.6**	**9**	**9**
Extrabudgetary	0.5	12.5	–	–
Total	**3 098.3**	**2 964.1**	**9**	**9**

29C.23 The amount of $2,484,200, reflecting a decrease of $126,700, provides for partial financing of nine posts (1 Assistant Secretary-General, 1 P-5, 2 P-4, 1 P-2 and 4 General Service (Other level)). The decrease of $126,700 is attributable to the freezing of recruitment against established posts in line with General Assembly resolution 69/264.

29C.24 Non-post requirements amounting to $467,400, provide for other staff costs, travel of staff, general operating expenses, supplies and materials, and furniture and equipment. The reduction of $19,500 under travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

29C.25 During the biennium 2016-2017, projected extrabudgetary resources of $12,500 would be used for the continued development and maintenance of the architecture of the human resources portal.

B. Programme of work

29C.26 The distribution of resources by component is reflected in table 29C.8 below.

Table 29C.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Policy	6 162.8	6 021.9	19	19
2. Strategic planning and staffing	12 260.3	15 531.4	43	50
3. Learning, development and human resources services	41 193.8	40 463.7	66	66
4. Medical services	6 554.0	6 310.5	17	17
5. Human resources information systems	7 315.5	–	19	–
Subtotal	**73 486.4**	**68 327.5**	**164**	**152**
Other assessed	22 382.0	14 071.5	46	43
Extrabudgetary	8 482.8	8 467.4	20	19
Total	**104 351.2**	**90 866.4**	**230**	**214**

Component 1
Policy

Resource requirements (before recosting): $6,021,900

29C.27 This component of subprogramme 3, Human resources management, of programme 25, Management and support services, is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2016-2017.

29C.28 The component supports the ongoing reform efforts of the Secretary-General, as approved by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

Table 29C.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To align United Nations human resources policies to better meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated	Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes	Target	16	19	18
		Estimate		15	–
		Actual			–
(b) Timely processing of appeals and disciplinary cases	Provide response to appeals within statutory time (30 days) limits and initiate action on disciplinary matters within 90 days [percentage response within the specified number of days]	Target	85	–	–
		Estimate		–	–
		Actual			–

External factors

29C.29 The Human Resources Policy Service is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of, and will extend full cooperation to, the Service.

Outputs

29C.30 During the biennium 2016-2017, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary):

(i) Substantive servicing of meetings: approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, including conditions of service and compensation, policy development, monitoring

of the delegation of authority and the internal justice system, as well as other matters related to the United Nations common system;

(ii) Parliamentary documentation: reports to the General Assembly on human resources policy issues, as required, including the introduction or amendment of policies and practices; comprehensive review of the conditions of service of non-Secretariat officials, including the Chairman of the Advisory Committee on Administrative and Budgetary Questions and the two full-time members of ICSC; related analysis of the levels of related honorariums; amendments to the Staff Regulations and Rules; and practice of the Secretary-General in disciplinary matters;

(b) Other substantive activities (regular budget, other assessed and extrabudgetary):

(i) Technical material: administrative issuances and information circulars, and promulgation of salary scales;

(ii) Contributions to meetings of the Advisory Committee on Post Adjustment Questions of the High-level Committee on Management and Human Resources Network of CEB, and of ICSC;

(c) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Human resources policy advisory services:

a. Following completion of the ICSC compensation review, the legal framework, that is, the Staff Regulations and Rules, and administrative issuances will need to be revised to accommodate any revised compensation package;

b. Provision of advice to senior management of the Secretariat on implementation of human resources-related rules and policies;

c. Provision of human resources policy advice and interpretative guidance on the Staff Regulations and Rules and other human resources-related policies to managers and staff, including to other organizations of the United Nations common system, and in particular to the United Nations funds and programmes that are governed by the Staff Regulations of the United Nations;

d. Review of human resources-related circulars (administrative issuances, information circulars and guidelines) to streamline, consolidate and simplify them, in consultation with the funds and programmes governed by the Staff Regulations of the United Nations;

e. Provision of written and oral legal and policy advice to executive officers and programme managers prior to their taking administrative decisions on human resources-related issues, with a view to ensuring that the Administration's position on such issues is consistent with applicable regulations, rules, policies, guidelines and practices;

f. Development and implementation of new human resources policies and procedures to carry forward the work/life initiatives, with special attention to family and gender issues;

(ii) Handling of disciplinary cases and applications before the United Nations Dispute Tribunal:

a. Representing the Secretary-General's position in cases brought by Secretariat staff at the first instance level in the internal justice system (United Nations Dispute Tribunal);

b. Handling all disciplinary cases in respect of the United Nations staff members, including the provision of legal advice in relation to cases of alleged misconduct referred to the Office of Human Resources Management for appropriate action;

c. Provision of support to human resources-related issues and proposed policies in relation to new administrative issuances relating to disciplinary processes;

(iii) Common system, compensation and inter-agency policy:

a. Formulation of policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization; substantive participation in meetings of ICSC, the Advisory Committee on Post Adjustment Questions, the High-level Committee on Management, the Human Resources Network and other subsidiary bodies of CEB; and coordination of such policies and procedures with other organizations of the common system;

b. Monitoring of the implementation of policy instructions and guidelines related to allowances, and dissemination of information relating to salaries, allowances and other entitlements;

c. Conduct of salary surveys to determine salaries, allowances and other conditions of service for locally recruited staff members in the General Service and related categories of staff working for the organizations of the United Nations common system worldwide; preparation and issuance of salary survey reports for comparator employers participating in the United Nations salary surveys; review, approval and promulgation of salary scales and allowances each year resulting from analysis of data collected in the course of comprehensive and interim salary surveys (or alternative methods of salary adjustment as applicable) conducted for 170 duty stations;

d. Updating of the electronic database of all General Service and National Professional Officer salary scales and maintenance of the entitlement reference tables in Umoja; automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff;

e. Conduct of annual training workshops on the non-Headquarters salary survey methodology and on job classification;

f. Conduct of reviews of conditions of service of ungraded, high-level officials of the United Nations other than Secretariat officials, including members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda, the Chairman of the Advisory Committee on Administrative and Budgetary Questions and the two full-time members of ICSC, and analysis of the level of related honorariums;

g. Management of classification policy and provision of advice on job design and organizational structure; development and evaluation of generic job profiles, as needed; and review of classification appeals;

h. Processing requests for classification and review of job descriptions.

29C.31 The distribution of resources for component 4 is reflected in table 29C.10 below.

Table 29C.10 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	5 518.4	5 429.5	19	19
Non-post	644.4	592.4		
Subtotal	**6 162.8**	**6 021.9**	**19**	**19**
Other assessed	5 697.8	5 367.8	16	16
Extrabudgetary	2 687.8	2 787.8	7	7
Total	**14 548.4**	**14 177.5**	**42**	**42**

29C.32 The amount of $5,429,500, reflecting a decrease of $88,900, provides for financing of 19 posts (1 D-1, 4 P-5, 2 P-4, 4 P-3, 1 P-2, 2 General Service (Principal level) and 5 General Service (Other level)). The decrease of $88,900 is due to the proposed geographical transfer of two posts (1 P-5 and 1 P-3) from the Compensation and Classification Section in New York to Bangkok to achieve efficiencies related to the conduct of salary survey activities and in line with General Assembly resolution 69/264. Seventy-five per cent of the workload of the Compensation and Classification Section relates to the conduct of salary surveys as part of the implementation and formulation of United Nations common system policies on salaries and allowances, benefits and conditions of service for locally recruited staff in 160 duty stations, involving intensive travel of staff. As part of a pilot project, a team of six posts (1 P-5 and 1 P-3 funded from the regular budget and 2 P-4, 1 P-3 and 1 General Service (Other level) funded from extrabudgetary resources) of the Compensation and Classification Section of the Human Resources Policy Service has been relocated to Bangkok. The transfer of these posts has resulted in a significant reduction in travel costs to Asia, the Middle East and Africa and efficiencies in the conduct and execution of salary surveys. It is proposed to regularize the transfer of 1 P-5 post and 1 P-3 post funded from the regular budget during the biennium 2016-2017.

29C.33 Non-post requirements amounting to $592,400, provide for other staff costs, consultants, travel of staff, general operating expenses and supplies and materials. The reduction of $52,000 under consultants and travel of staff takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Office plans to bring about in 2016-2017.

29C.34 The regular budget resources would be complemented by other assessed and extrabudgetary funding in the amount of $8,155,600, reflecting a decrease of $230,000 compared with the biennium 2016-2017. This is derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources would provide for 23 posts and other staff costs, as well as travel and other operating expenses to conduct worldwide salary surveys (including peacekeeping operations, as funded from the support account). The resources from the support account for peacekeeping operations would provide support for processing and dealing with administrative law-related cases, including representation of the Administration's position in relation to cases from field personnel at the first instance level in the internal justice system, as well as in disciplinary matters. The resources will also be used to

develop human resources policies in the area of conditions of service of staff serving in the field and to provide interpretative guidance on the implementation of those policies and on the delegation of human resources authority.

Component 2
Strategic planning and staffing

Resource requirements (before recosting): $15,531,400

29C.35 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2016-2017.

29C.36 The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

Table 29C.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster the sound management of human resources and cultural change in the Organization

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges	Target	5	–	–
		Estimate		–	–
		Actual			–
	[increase in the percentage]				
	(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat	Target	86	90	–
		Estimate		85	85
		Actual			86
	[percentage placement of successful candidates from unrepresented and underrepresented Member States]				
	(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised	Target	180	180	120
		Estimate		185	190
		Actual			183
	[number of days]				

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(iv) Increased percentage of female staff in regular budget posts in the Professional and higher categories [increase in the percentage]	Target	2	2	–
		Estimate		2	2
		Actual			2
(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions	Member States have access to dynamic online reports on human resources information [percentage of reports available online]	Target	100	100	–
		Estimate		100	100
		Actual			100
(c) Increased efficiency and effectiveness of operations	Availability of the human resources management scorecard tool to all departments and offices, with strategic operational targets and built-in progress reports to monitor success in achieving those targets [percentage of time tool is available]	Target	100	100	–
		Estimate		100	–
		Actual			100
(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	Number of voluntary and managed movements, including the number of movements between hardship duty stations and non-hardship duty stations [percentage]	Target	5	–	–
		Estimate		5	–
		Actual			5

External factors

29C.37 The Strategic Planning and Staffing Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of, and will extend full cooperation to, the Division.

Outputs

29C.38 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget, other assessed and extrabudgetary):

(i) Substantive servicing of meetings: approximately 30 formal meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on issues related to human resources planning, filling of vacancies, monitoring of the delegation of authority and management of information;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform and other aspects of the use of human resources, as required;

(iii) Enhancements to business intelligence (reporting);

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Human resources planning, monitoring and reporting:

a. Human resources management scorecard reporting for 70 entities, including the Management Performance Board;

b. Provision of guidance to 70 entities on the exercise of delegated authority for human resources management, including through mission support visits;

c. Reports on the composition of the Secretariat, including staff demographics;

d. Online reports for Member States and programme managers on human resources information, including support for users in the permanent missions and 70 entities;

e. Ad hoc reporting on human resources information, including in response to requests from Member States and programme managers;

(ii) Staffing support:

a. Participating in and, in close coordination with departments, conducting strategic recruitment exercises through a targeted proactive approach (e.g., building rosters of language staff for the Department for General Assembly and Conference Management, rosters of specialists in humanitarian coordination with the Office for the Coordination of Humanitarian Affairs, electoral rosters with the Department of Political Affairs, military campaigns with the Department of Peacekeeping Operations, and work with other departments);

b. Establishment of network staffing teams for two job networks;

c. Establishment and servicing of job network boards for two job networks;

d. Undertaking workforce planning for job networks as part of the mobility framework to understand staffing needs and identify areas where resources are needed to support mandate implementation;

e. Issuance of job openings (for 800 Professional and General Service positions on average) and review of applications;

f. Issuance of semi-annual compendiums consisting of vacancies and posts subject to reassignment under the mobility framework for the two job networks by the network staffing teams;

g. Screening of up to 45,000 applications per year for competitive recruitment examinations at the P-2/P-1 level and administration of examinations for up to 5,000 candidates in approximately 55 to 65 countries per year in six to eight occupational groups;

h. Administration of annual competitive examinations for promotion from the General Service and related categories to the Professional category for approximately 600 applicants in 12 occupational groups in nearly 20 examination centres;

i. Administration of approximately 10 examinations annually, in all official languages, for approximately 5,000 applicants for posts at the P-2, P-3 and senior General Service levels requiring special language competence; coordination of examination centres for up to 1,000 candidates in approximately 25 centres;

j. Administration of approximately 45 computer-based examinations annually for the General Service category at Headquarters to assess the suitability of approximately 900 applicants in an efficient and effective manner;

k. Servicing of the central review bodies at Headquarters and the central review board at regional commissions (approximately 175 to 200 meetings annually); and Secretariat-wide training, consultations and provision of guidance and advice to the global central review bodies;

l. Recruitment of candidates (600), including under the mobility framework, and senior appointments, including, in particular, candidates that improve the gender and geographic balance in the Secretariat;

m. Review, approval and grading for recruitment of all staff in the General Service and related categories at Headquarters and for approximately 10 support staff each year for the United Nations information centres;

n. Centrally managed placement of approximately 100 to 110 candidates per year who have passed young professionals examinations;

o. Conduct of 300 to 400 background screening exercises to verify academic qualifications and employment of external candidates, including review and provision of reasoned recommendations on requests for clearance of candidates for human resources and/or administrative functions;

p. Recruitment and placement of candidates for language-related positions, through approximately 9 to 10 language examinations, resulting in the placement of up to 100 candidates on the respective rosters and participation as the representative of the Office at interviews for competitive language examinations, as well as language coordinator and language teacher examinations;

q. Conduct of Inspira user training programmes (between 25 and 50 sessions annually) on the staff selection system for staff and managers, and briefing of delegates;

r. Further development and refinement of policies and procedures to support recruitment, placement of roster candidates and promotion, including improvements to online talent management tools, with particular focus on reducing the staffing timeline to achieve the 120-day target;

s. Streamlining of procedures and processes and further strengthening of information technology support systems for recruitment, placement and promotion;

t. Review of applications of shortlisted candidates and administration of tests at Headquarters for recruitment of staff in the General Service and related categories (clerical, statistical and accounting positions, editorial assistants and security officers) for an estimated 1,500 candidates annually and recruitment of approximately 500 staff members in those categories each year;

(iii) Outreach:

a. Conducting searches for qualified candidates, with particular attention to improving geographical representation and gender balance, by conducting targeted campaigns, participating in job fairs and conducting recruitment missions to Member States;

b. Developing more proactive outreach and sourcing strategies, including ongoing cooperative arrangements with external candidate providers and networks, such as continuous contact with governmental entities, academic institutions, non-governmental organizations and United Nations entities, to conduct targeted

searches for candidates from unrepresented and underrepresented Member States and for female candidates;

c. Conduct of six to eight outreach missions each year to unrepresented and underrepresented Member States to identify prospective candidates for recruitment, including female candidates, as well as outreach efforts to institutions to promote awareness of employment opportunities in the Secretariat;

d. For departments in all duty stations, support to the management of the internship programme and provision of advice and decisions on policies and processes related to the engagement of interns. There are over 30,000 applications per year for internships and approximately 800 to 900 interns are selected each year.

29C.39 The distribution of resources for component 2 is reflected in table 29C.12 below.

Table 29C.12 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	11 271.8	12 261.4	43	50
Non-post	988.5	3 270.0		
Subtotal	**12 260.3**	**15 531.4**	**43**	**50**
Other assessed	2 088.9	2 343.2	7	7
Extrabudgetary	844.0	958.0	–	–
Total	**15 193.2**	**18 832.6**	**50**	**57**

29C.40 The amount of $12,261,400, reflecting an increase of $989,600, provides for partial financing of 50 posts (1 D-2, 2 D-1, 4 P-5, 7 P-4, 5 P-3, 6 P-2, 2 General Service (Principal level) and 23 General Service (Other level), including 1 temporary post (1 General Service (Other level)). The net increase of $989,600 is due to the combined effect of freezing recruitment against established posts ($485,200) in line with General Assembly resolution 69/264, offset by the proposed inward redeployment of seven posts (1 P-3, 2 P-2, 1 General Service (Principal level), 3 General Service (Other level)) from the Human Resources Information Systems Section to the Strategic Planning and Staffing Division to align activities related to human resources data analysis and reporting to their functional area of work and to better reflect established organizational reporting lines ($1,474,800).

29C.41 Non-post requirements amounting to $3,270,000, provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. The net increase of $2,281,500, primarily under contractual services and furniture and equipment, reflects the proposed inward redeployment of centralized operational resources for the Office of Human Resources Management that were reflected under the Human Resources Information Systems Section (component 5) for the biennium 2014-2015. The increase is offset in part by reduced requirements under travel of staff ($31,200) that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department plans to bring about in 2016-2017.

29C.42 The regular budget resources would be complemented by further funding of $3,301,200 derived from programme support income received as reimbursement for services provided by the central

administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources, reflecting an increase of $368,300 in comparison with such funding for the biennium 2014-2015, would finance seven posts, other staff costs and other operating expenses, predominantly in order to provide for the administration of relevant human resources management tasks in support of the peacekeeping staff and for guidance and advice on the implementation of human resources policies and operational procedures. The resources in support of the extrabudgetary administrative activities would be used to fund the costs related to the administration of language proficiency exams provided to funds and programmes, specialized agencies and other United Nations entities. The increase mainly reflects lower-than-budgeted vacancy rates for the posts funded under the support account for peacekeeping operations and the impact of the application of standard costs.

Component 3
Learning, development and human resources services

Resource requirements (before recosting): $40,463,700

29C.43 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2016-2017.

29C.44 The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems.

Table 29C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Improved ability of current staff to implement mandates	(i) Increase in the total number of training and learning opportunities undertaken by individual staff members [number of participants in learning and career development programmes]	Target	61 000	59 460	68 400
		Estimate		45 000	57 230
		Actual			–
	(ii) Increased percentage of staff members benefiting from the minimum target of five days of training per year	Target	70	60	–
		Estimate		60	50
		Actual			50
	(iii) Increased percentage of level of satisfaction of trainees attending courses with the quality and relevance of such courses	Target	70	–	–
		Estimate		–	–
		Actual			–

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(b) Improved career development and staff support	(i) Increased number of staff members participating in career development and staff support programmes	Target	4 200	4 500	–
		Estimate		4 100	4 000
		Actual			4 000
	(ii) Increased percentage of participating staff members who recognize the positive contribution of career development and staff support programmes	Target	90	88	–
		Estimate		88	85
		Actual			85
	(iii) Maintain the percentage of departments and offices expressing satisfaction with advice and support provided by the Learning, Development and Human Resources Services Division	Target	75	75	–
		Estimate		75	70
		Actual			70
(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices	Increased number of staff members on the roster for family focal points/call centre volunteers	Target	450	250	–
		Estimate		250	120
		Actual			120
(d) Enhanced credibility of performance management	Timely completion of performance appraisal by managers [percentage]	Target	88	–	–
		Estimate		85	–
		Actual			–

External factors

29C.45 The Learning, Development and Human Resources Services Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive of the efforts of, and will extend full cooperation to, the Division.

Outputs

29C.46 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and other assessed):

(i) Substantive servicing of meetings: approximately 30 meetings and 40 informal consultations of the Fifth Committee and approximately 20 meetings of the Advisory Committee on Administrative and Budgetary Questions on human resources management issues, in particular staff development and learning, performance management, career development and mobility, and human resources administration, including emergency preparedness and support;

(ii) Parliamentary documentation: periodic reports on aspects of human resources management reform, in particular on aspects of staff and career development, conference room papers and additional information on human resources topics, such as staff development, mobility and human resources administration, including emergency preparedness and support;

(b) Administrative support services (regular budget, other assessed and extrabudgetary):

(i) Staff development: the following programmes will be delivered Secretariat-wide:

a. Leadership, management and organizational development: an integrated series of managerial development programmes will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at the senior, middle and junior levels and to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. The Secretariat-wide activities in 2016-2017 will include:

i. A management development training programme for staff at the P-4 and P-5 levels, recruited for or promoted to managerial positions for approximately 1,400 participants, and participation of staff at the Director and Assistant Secretary-General levels in the senior leadership programme of the United Nations System Staff College (180 participants);

ii. Organizational development programmes, to strengthen leadership and management at the departmental/office level for approximately 200 participants;

iii. Programmes to foster a common understanding of, and strengthen commitment to, the United Nations fundamental principles of ethics, integrity and accountability, for approximately 10,000 participants;

iv. Development programmes to build essential skills and competencies for all staff in such areas as delivering results, working for the United Nations, communication, responding to organizational change and professional efficiency, for approximately 12,000 participants;

v. Programmes for first-time managers and aspiring managers to develop the managerial skills of staff at various levels who have assumed supervisory responsibilities, for approximately 4,000 participants;

vi. Programmes to build collaborative negotiation and workplace conflict resolution skills for staff at all levels, for approximately 4,000 participants;

vii. Programmes to promote diversity awareness and cross-cultural sensitivity, for approximately 1,000 participants;

viii. Team-based programmes to support teams in working more effectively in the areas of communication, increased trust and collaboration, planning, problem-solving and decision-making, for approximately 1,900 participants;

ix. Programmes to streamline best practices and principles in the competency-based interviewing and selection process for members of recruitment panels, for approximately 1,500 participants;

x. Programmes to strengthen and enhance the ability of work groups and teams to provide efficient and effective service to clients, for approximately 600 participants;

xi. Programmes to improve the capacity of staff to design, plan, implement and assess projects (including technical cooperation projects) effectively, for approximately 800 participants;

xii. Targeted programmes to support managers in effectively managing performance, including the development of performance indicators, as well as coaching, provision of feedback for improved performance and implementation of mandatory performance management training for

managers and supervisors, for approximately 4,500 participants; support for global e-performance users will continue;

b. Human and financial resources management: programmes will be offered to improve the competencies, knowledge and skills of programme managers and staff with administrative responsibilities. The activities for 2016-2017 will include:

i. Programmes for executive officers, human resources professionals and other administrative and finance staff, covering principles and developments in United Nations human resources management, including the use of Inspira, the International Public Sector Accounting Standards (IPSAS) and Umoja;

ii. In coordination with the Procurement Division, continued provision of e-learning programmes for staff involved in procurement, covering the principles of the United Nations procurement process and procedures, for approximately 2,000 participants;

iii. Programmes to help foster the well-being and productivity of United Nations staff members and their families and increase the psychosocial preparedness at Headquarters and offices away from Headquarters for responding to critical incidents and crisis situations. The activities for 2016-2017 will include:

1. Creation of a core group of approximately 100 peer volunteers from human resources, security and medical services areas and family focal points (first responders) in coordination with the Emergency Preparedness Support Team at Headquarters and offices away from Headquarters;

2. Provision of at least 20 training and psychosocial education workshops to staff members at Headquarters and offices away from Headquarters (at least 200 participants) on issues such as building resilience, stress management, prevention of drug and alcohol abuse, suicide prevention, sleep, hygiene and psychological first aid;

3. Conduct train-the-trainers workshops for staff counsellors at Headquarters and offices away from Headquarters and for staff counsellors in the Department of Peacekeeping Operations;

4. Conduct at least 12 training workshops for managers, for approximately 100 participants;

5. Develop and conduct training workshops/webinars for health workers (medical doctors and nurses) on mental health issues;

6. Develop new and update existing training modules and guidelines on psychological issues, as needed for staff members and their dependants;

c. Information technology training: information technology training programmes are offered to support the Secretary-General's information and communications technology strategy by upgrading the level of skills of Secretariat staff in using the software applications of the Organization and by providing staff with the knowledge and skills to manage information more effectively and efficiently. The Secretariat-wide information technology training activities for 2016-2017 include:

i. Continuation of the decentralized technical skills development programme, which supports departmental information technology initiatives and offers

technical staff the opportunity to upgrade and update their information technology skills, for approximately 1,200 participants;

ii. Programmes for managers in managing the knowledge and information resources of their offices and in using the information and communications technology resources of the Organization to leverage their information management skills, for approximately 6,000 participants;

iii. Expansion of the online learning environment, including self-paced e-learning courses through the global e-learning portal, for approximately 6,000 participants;

iv. Creation of an online and blended learning advisory services programme to provide specific guidance, pedagogical materials, toolkits and online training, webinars and conferences to departments and offices of the Secretariat and United Nations field duty stations that need to create online and blended learning products (such as e-learning self-paced learning, animations, video packages, design, web applications, etc.). The services will include harmonization of the development of online (e-learning) and blended learning products across the Secretariat. The services will include organization of regular webinars and learning events for approximately 300 participants;

d. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII), 43/224 D and 50/11, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism by building and strengthening linguistic skills and developing and strengthening cross-cultural understanding. The Headquarters activities for the biennium 2016-2017 will include:

i. Core training programmes in the six official languages, as well as specialized courses, to maintain and develop advanced language skills, including in such areas as conducting meetings, drafting reports and correspondence, and making presentations, in particular in the working languages of the Organization. At Headquarters, programmes will be available for approximately 9,400 participants;

ii. Online and blended language programmes for staff of the United Nations Secretariat according to the revised learning strategy for the Secretariat. These courses will cover specialized communication skills, including writing and advanced level courses, such as preparation for the language proficiency examinations. Programmes will be available for all staff of the Secretariat;

iii. Management of the self-study online processes, including comprehensive language learning websites and other alternative learning modes that provide staff with the opportunity to develop their linguistic and communication skills through the use of audio, video and multimedia materials;

iv. Creation of a Language Learning Advisory Services Unit to provide specific guidance, pedagogical materials and training to learning managers in field duty stations that need to create or improve core language training programmes in the six official languages. These services will include the harmonization of language and communication programmes across all duty stations through regular consultations and pedagogical and technical assistance;

v. Preparation and grading of language proficiency examinations for approximately 4,000 participants;

e. Substantive skills development and career support: programmes will be offered to support career development, including initiatives stemming from implementation of the Organization's mobility policy, for staff at all levels in all duty stations and to provide opportunities for staff to update and upgrade substantive skills. The Secretariat-wide activities for 2016-2017 will include:

i. Orientation programmes to introduce newly recruited staff at Headquarters to the mandate, organizational structure, policies, professional standards and working environment of the United Nations, including briefings for new senior staff, for approximately 450 participants;

ii. Specialized orientation and systematic career development programmes for junior Professional staff (P-2/P-3), for approximately 120 participants;

iii. Mentoring programme for young professionals and for junior professional staff enrolled in the young professionals programme, for 120 staff; promotion of mentoring as a voluntary activity for staff other than young professionals;

iv. Expansion of career support programmes, including provision of career development workshops and briefings, and career counselling for staff and managers, for approximately 4,200 participants;

v. Support for increased mobility for staff at all levels, including preparation and dissemination of information to increase understanding of the mobility policy and procedures to help staff navigate the system;

vi. Continuation of the substantive skills development programme, which offers staff the opportunity to upgrade and update their substantive skills, as well as opportunities for professional growth. The programme operates in a decentralized manner, on the basis of annual departmental needs assessments conducted in collaboration with the Office of Human Resources Management, for approximately 5,100 participants;

vii. The annual sabbatical studies programme and the International Organization Studies Workshop, which provide a selected number of staff with the opportunity to carry out research at academic institutions, in areas of benefit to both the staff member and the Organization, for approximately 50 participants;

(ii) Staff administration at Headquarters:

a. Provision of advice and assistance to management and staff on all aspects of human resources management and staff administration (about 30,000, including by e-mail, telephone and in person);

b. Provision of advice to permanent missions and various outside organizations on various human resources issues;

c. Administration of staff in accordance with the Staff Regulations and Rules: recruitment of approximately 1,000 staff under fixed-term and temporary appointments at Headquarters each year; separation, termination, including agreed termination and disability;

d. Administration of benefits and entitlements of individual staff members (education grant: 780 staff members; rental subsidy: 840 staff members; and dependency status: 3,850 staff members);

e. Induction of approximately 600 staff members per year on initial appointment to advise them of their obligations under the Staff Regulations and Rules;

f. Oversight of the processing by departments and offices of approximately 1,000 special service agreements annually for consultants and individual contractors;

g. Streamlining procedures and delivery of human resources services to management and staff in the context of the introduction of Umoja;

h. Maintenance of official status files of staff at Headquarters (more than 19,000 files);

(iii) Strengthening of emergency preparedness mechanisms:

a. Improving preparedness at duty stations and country offices for responding to mass casualty incidents through training of 200 to 250 staff members across seven duty stations annually to provide immediate on-site response as first responders;

b. Developing and implementing standardized preparedness guidelines regarding mass casualty incident planning, including:

i. An emergency support toolkit, handbooks and user-friendly guidelines containing important information for survivors and families;

ii. Reliable systems of information and assistance to post-incident focal points, particularly in the medium and long term;

iii. Materials to address the special needs of certain groups, for example, women, the elderly, children and others with special needs;

c. Creating a centralized roster of standby response teams (family focal points, family support teams, the United Nations Medical Emergency Response Team, stress counsellors and regional facilities available for initial response) and monitoring and providing support to duty stations in the evaluation and testing of their emergency medical preparedness plans in three locations annually;

d. Updating and maintaining communication tools such as e-rooms/e-portal and websites through which survivors and assigned focal points (family focal points and family support teams) will be able to facilitate the updating of shared information. These tools will also enable the sharing of information and the tracking of claims by survivors and family members and provide a means by which the Organization can communicate necessary information;

e. Training and briefing sessions for managers and staff, both at Headquarters and in the field, with respect to the provision of assistance to survivors and family members in the aftermath of emergencies;

f. Coordinating efforts with other Secretariat and inter-agency groups responsible for examining and developing policies that affect survivors and family members (e.g., the High-level Committee on Management and Human Resources Network of CEB), including enhanced support within the context of expanded care to staff and survivors.

29C.47 The distribution of resources for component 3 is reflected in table 29C.14 below.

Table 29C.14 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	16 300.6	15 458.8	66	66
Non-post	24 893.2	25 004.9	–	–
Subtotal	**41 193.8**	**40 463.7**	**66**	**66**
Other assessed	2 703.6	2 531.4	7	7
Extrabudgetary	1 103.5	1 106.3	1	1
Total	**45 000.9**	**44 101.4**	**74**	**74**

29C.48 The amount of $15,458,800, reflecting a decrease of $841,800, provides for partial financing of 66 posts (1 D-2, 1 D-1, 5 P-5, 10 P-4, 8 P-3, 5 P-2, 4 General Service (Principal level) and 32 General Service (Other level)), including 3 temporary posts (2 P-4 and 1 General Service (Other level)). The decrease of $841,800 is due to the freezing of recruitment against established posts in line with General Assembly resolution 69/264.

29C.49 Non-post requirements amounting to $25,004,900, provide for staff costs, travel of staff and contractual services, including training resources for staff development and training programmes, and other general operating requirements. The net increase of $111,700, reflects the requirement for additional support during periods of peak workload under general temporary assistance ($114,700), offset in part by reduced requirements under travel of staff ($3,000), taking into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that the Department plans to bring about in 2016-2017.

29C.50 The regular budget resources would be complemented by further funding of $3,537,700, reflecting a decrease of $98,200 compared with the biennium 2014-2015, derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($1,006,300), as well as other assessed resources from the support account for peacekeeping operations ($2,531,400). Those resources would provide funding for eight posts, other staff costs, consultants, travel of staff and other operating expenses, and would provide for the promotion of language training and assistance with visa and host country-related issues, provision of guidance on various human resources issues and support for the global e-performance tool.

Component 4
Medical services

Resource requirements (before recosting): $6,310,500

29C.51 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2016-2017.

29C.52 The Division has developed a strategic plan with three objectives: reduction in preventable harm; reduction in health-related costs; and improvements in client satisfaction. The Division provides on-site occupational health services in New York and delivers services to over 100 locations worldwide. The Division will focus on providing and improving access to occupational health services for staff in all locations.

Table 29C.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Reduction in preventable staff harm	(i) Reduction in the number of work-related incidents that result in illness or injury	Target	2 400	–	–
		Estimate		650	–
	[incidents per 100,000 staff per annum]	Actual			–
	(ii) Reduction in the number of sick leave days due to work-related incidents	Target	10	–	–
		Estimate		2.6	–
	[number of sick days per 100 staff per annum]	Actual			–
	(iii) Increase in the number of duty stations with an approved medical component in their mass casualty incident plans	Target	18	12	–
		Estimate		12	6
	[number of duty stations]	Actual			3
(b) Improved quality of United Nations health-care services	(i) Improved level of satisfaction expressed by clients who are surveyed regarding services	Target	95	95	95
		Estimate		95	95
	[percentage]	Actual			95
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support provided by the Medical Services Division	Target	95	92	–
		Estimate		91	–
	[percentage]	Actual			–
(c) Reduction in health-related costs	(i) Reduction in the number of days of sick leave due to illness or injury	Target	7.4	7.5	–
		Estimate		7.5	–
	[number of days of sick leave per staff member per annum]	Actual			7.6
	(ii) Reduction in the number of medical evacuations	Target	5.0	7.0	–
		Estimate		7.0	–
	[number of medical evacuations per 1,000 staff members per annum]	Actual			9.9

External factors

29C.53 The Medical Services Division is expected to achieve its objectives and expected accomplishments on the assumption that stakeholders will be supportive and extend full cooperation and that national institutions will be supportive of efforts to improve local medical conditions at United Nations field locations.

Outputs

29C.54 During the biennium 2016-2017, the following outputs will be delivered (regular budget, other assessed and extrabudgetary):

(a) Occupational health services (for New York-based staff of the United Nations and its funds and programmes):

(i) Medical evaluations, consultations and immunizations;

(ii) Return-to-work and rehabilitation supervision;

(iii) Health awareness and health promotion programmes;

(b) Staff counselling services (for New York-based staff of the United Nations and its funds and programmes):

(i) Mental health and psychological consultations;

(ii) Psychosocial health awareness and health promotion;

(iii) Mission readiness and wellness programme;

(iv) HIV/AIDS in the workplace training programme;

(v) Measurement and monitoring of staff psychosocial well-being;

(c) Medico-administrative services for staff of the United Nations, including peacekeeping operations, and its funds and programmes (regular budget, support account budget and extrabudgetary funds):

(i) Provision of advice on medical fitness for recruitment, reassignment, peacekeeping assignments and mission travel;

(ii) Supervision and support for medical evacuation and medical repatriation of field staff;

(iii) Certification and case management of extended sick leave cases beyond decentralized authority;

(iv) Recommendations to the United Nations Joint Staff Pension Fund on system-wide cases for disability benefits;

(v) Recommendations on cases of work-related injury/illness/death to the Advisory Board on Compensation Claims and to the Department of Field Support;

(d) Field-related services for staff of the United Nations, including field duty stations and agencies, funds and programmes:

(i) Recommendations on the establishment of new United Nations health facilities in hardship duty stations and provision of ongoing technical support;

(ii) On-site assessment of local medical facilities in field duty stations and regional medical evacuation centres;

(iii) Review of the medical ratings of duty stations for ICSC;

(iv) Review of applications and appointment of medical personnel for United Nations field locations;

(e) Business continuity, public health and medical emergency preparedness:

(i) Training of all field medical personnel and members of the Crisis Management Team/Security Management Team for medical and public health emergencies and mass casualty incident preparedness response;

(ii) Development and dissemination of policies, training, tools and templates for duty stations to manage outbreaks of infectious diseases, influenza pandemics, environmental health hazards and other public hazards;

(iii) Strengthening of the emergency preparedness mechanism: creating and maintaining a centralized roster of standby United Nations Medical Emergency Response Team and regional facilities available for initial response, and monitoring and provision of support for duty stations in the evaluation and testing of their emergency medical preparedness plans in three locations annually;

(f) Enhancement and expansion of the occupational health information management system (EarthMed): implementation of EarthMed in offices away from Headquarters, including peacekeeping missions.

29C.55 The distribution of resources for component 4 is reflected in table 29C.16 below.

Table 29C.16 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	4 383.1	4 181.5	17	17
Non-post	2 170.9	2 129.0	–	–
Subtotal	**6 554.0**	**6 310.5**	**17**	**17**
Other assessed	3 987.0	3 829.1	13	13
Extrabudgetary	3 847.5	3 615.3	12	11
Total	**14 388.5**	**13 754.9**	**42**	**41**

29C.56 The amount of $4,181,500, reflecting a decrease of $201,600, provides for partial financing of 17 posts (1 D-2, 1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 General Service (Principal level) and 10 General Service (Other level)). The decrease of $201,600 is due to the freezing of recruitment against established posts in line with General Assembly resolution 69/264.

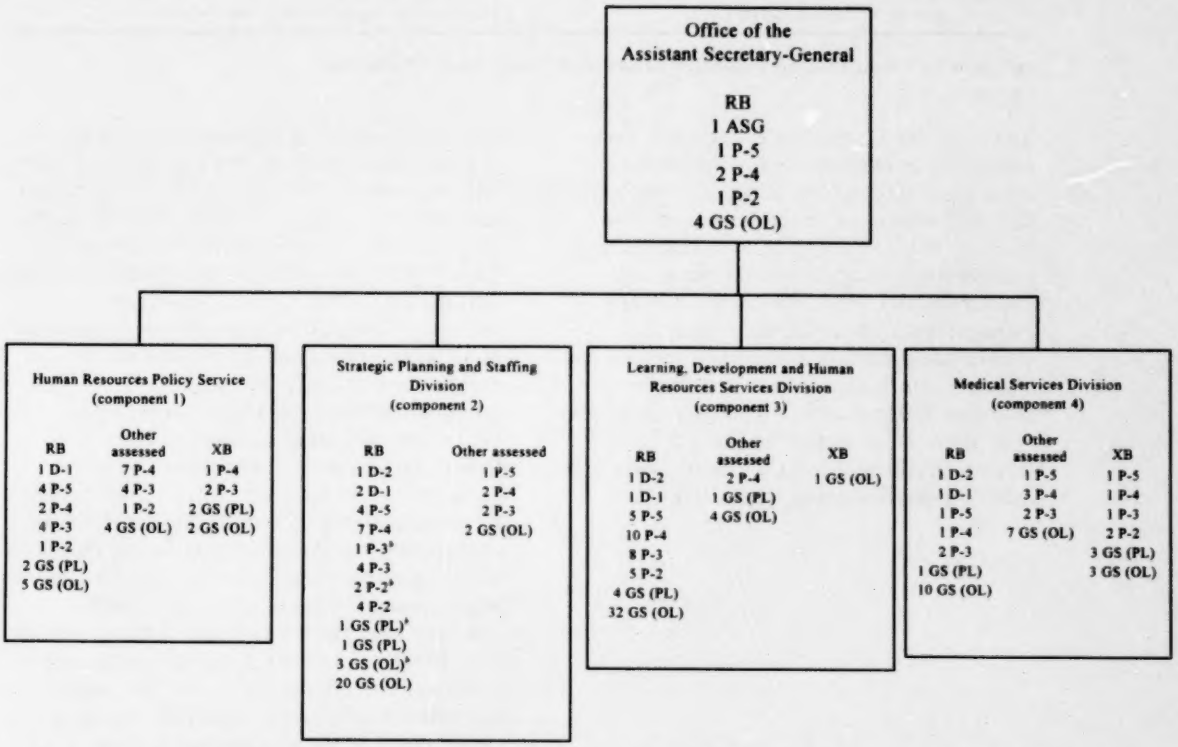
29C.57 Non-post requirements amounting to $2,129,000, provide for other staff costs, travel of staff, contractual services and various other operating requirements. The net reduction of $41,900, results primarily from reduced requirements under contractual services, general operating expenses, supplies and material (related to the proposed discontinuation of laboratory diagnostic procedures) and travel of staff. The reduction takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264. The reduction is offset in part by increased

requirements under other staff costs related to the proposed reclassification of a general temporary assistance position for business continuity (avian flu) from the P-4 level to the P-5 level and increased requirements under consultants for specialized services of mental health professionals.

29C.58 The regular budget resources would be complemented by further funding of $7,444,400 derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations. Those resources, reflecting a decrease of $390,100 in comparison with such funding for the biennium 2014-2015, would provide funding for 24 posts, other staff costs, travel of staff, contractual services, equipment and other general operating expenses and would be used: (a) to promote and maintain the health of staff worldwide, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues and coordinating and monitoring their implementation; (b) to perform and review medical examinations, provide travel health advice, pre- and post-mission consultations, mission-readiness and preparedness training sessions for field and Headquarters staff and psychosocial support for staff; (c) to provide medical advice to Chief Medical Officers in peacekeeping missions and advice on technical and professional aspects of the functioning of civilian clinics of peacekeeping missions; (d) to perform on-site assessments of health facilities at field duty stations and regional evacuation centres; and (e) to continue implementation of the electronic medical records and EarthMed in peacekeeping missions to improve the delivery of health cards to United Nations field staff and to increase efficiency in the performance and monitoring of medico-administrative functions. The decrease is mainly related to the discontinuation of a one-time provision for consultancy services.

Annex I

Organizational structure and post distribution for the biennium 2016-2017[a]



[a] The organizational structure for the biennium 2016-2017 no longer includes former component 5, Human resources information systems, which is proposed for transfer to section 29E, Office of Information and Communications Technology, in support of the new information and communications technology strategy approved under section II of General Assembly resolution 69/262.

[b] Inward redeployment of seven posts from the Human Resources Information Systems Section (former component 5) reflected under the Office of Human Resources Management in the biennium 2014-2015.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
The Advisory Committee expects that every effort will be made to deploy the learning management system on schedule. It recommends that the Secretary-General be requested to provide, in his next report on human resources management, an update on the status and implementation modalities of the learning management system. In this regard, the Committee considers it important that the past training history of each staff member be recorded in the system. It also emphasizes the need for a single system that covers United Nations personnel across the entire Secretariat, including peacekeeping (para. VIII.49).	The Inspira learning management system is an Internet-based platform that enables the United Nations to administer, document, track, deliver and report on learning activities that are in the Inspira learning management system catalogue. Over 250,000 registrations have been processed through the system to date. The system currently hosts 570 programmes and thousands of activities, or individual sessions of programmes. All Secretariat staff (approximately 41,000) have access to the system for self-paced learning courses. For face-to-face courses, the system is fully deployed at Headquarters, offices away from Headquarters, the Office for the Coordination of Humanitarian Affairs, the Office of the United Nations High Commissioner for Human Rights, some field missions and regional commissions. The deployment of the system in field missions is ongoing in cooperation and coordination with the Integrated Training Service of the Department of Peacekeeping Operations and the Department of Field Support. The Integrated Training Service has requested a new configuration to address peacekeeping needs (including the import of field staff learning history) in the learning management system before it shuts down its e-TMS tool. This business requirement is being configured by the Office of Information and Communications Technology for completion in the fourth quarter of 2015. As from May 2015, the system will also be able to capture supplemental learning records of all staff members under the upgrading of substantive and technical skills. In the system, learning administrators can report on basic registration data. More comprehensive reporting and analysis is enabled by HR Insight, a business intelligence tool that can pull data, including historical information on each staff member, from Inspira. The tool is managed by the Strategic Planning and Staffing Division.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee notes with interest the advantages of the blended training approach, and encourages the Secretary-General to further expand its application to United Nations training programmes, as relevant. The Committee recommends that the Secretary-General be requested to report on savings achieved through the application of a blended training approach in the second performance report for the biennium 2012-2013 (para. VIII.50).	OHRM continues to expand its online and blended learning options. The latter combines face-to-face and online elements. The Office is examining ways to measure cost savings going forward.
The Advisory Committee considers that the significant delays between the successful completion of the examination and the placement of a candidate against a post may constitute a disincentive for potential candidates in the future and thereby have a negative impact on the effectiveness of the programme. The Committee also notes with concern that the proposed abolishment of a large number of posts at the P-2/1 level will result in fewer positions for and further delays in the placement of successful young professionals programme candidates. It recommends that the Secretary-General be requested to develop and implement measures to accelerate the placement of successful young professionals programme candidates and to report on this matter in his next report on human resources management (para. VIII.53).	Based on the principle of equitable geographical distribution in the composition of the Secretariat, only candidates from Member States that are unrepresented, underrepresented or at risk of becoming underrepresented are included in the young professionals programme examination. Based on a workforce planning analysis, including a forecast of regular budget vacancies at the P-2/1 level, the Office of Human Resources Management defines the job families and networks for the examination and the number of candidates to be placed on the roster for two years, as the examination is held once every two years for each job family. Thus, successful candidates are expected to be placed during a two-year period. The Office agrees that it is in the interest of the Organization to place as many successful candidates as possible within the time frame. The placement of candidates that have passed the examination is at the core of the recruitment strategy of the Office. It is doing its best to accelerate the placement of successful candidates against the existing vacant P-2 posts. Based on past trends, the Office agrees with the Advisory Committee that the abolishment of posts at the P-2/1 level will result in fewer positions for, and will further delay the placement of, successful young professionals programme candidates. As requested by the Advisory Committee, the Office will report on the measures developed and implemented in order to accelerate the placement of successful young professionals programme candidates in the next report of the Secretary-General on human resources management.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee is of the view that there is a need to measure and evaluate in a more systematic and methodical manner the results and outcome of outreach activities. While it recognizes that practical difficulties exist in reaching all participants in those activities, the Committee encourages the Secretary-General to seek creative solutions for obtaining meaningful feedback from participants on the effectiveness of the outreach efforts, as well as insights into their needs, in order to further refine both the outreach efforts and the performance measures. The Committee recommends that the Secretary-General be requested to report on such efforts in his next report on human resources management (para. VIII.56).	Outreach activities take a variety of forms that include travel, presentations, virtual career fairs, social media and outreach mailings, most of which are accessible to nationals of all Member States. Outreach activities that involve the use of financial resources are conducted in consultation with Member States that are unrepresented, underrepresented or request such activities, or institutions that provide access to nationals of such countries, female candidates or candidates with expertise in occupations that are in demand. The measurement of the effect of outreach activities is a long-term proposition, as the impact of outreach activities is not necessarily felt immediately in the number of applications received from a particular nationality, gender or occupation. The number of applications from nationals of various Member States can be measured over time to ascertain whether there has been a cumulative effect of the various outreach activities. In paragraph 54 of his report entitled "Overview of human resources management reform: towards a global dynamic and adaptable workforce for the United Nations" (A/69/190), the Secretary-General states that in terms of measuring the impact of outreach, statistics demonstrate that approximately 4 per cent of the visitors to the careers portal arrive there directly from social media. In addition, a new feature in Inspira was designed to better capture data regarding individuals who apply for jobs and outreach. The number of applicants who indicated that they had applied as a result of outreach activities increased from 28,031 in 2012 to 39,126 in the first half of 2014. This indicates that outreach activities have had an increasing effect on applications.

Brief description of the recommendation	*Action taken to implement the recommendation*
While the Advisory Committee welcomes the contributions of Member States towards the costs of some outreach activities, it is concerned that the proposed reduction may disproportionately affect those Member States that are not in a position to share the costs of outreach missions. Moreover, those same Member States may also have limited Internet access, further disadvantaging their potential candidates. The Committee therefore emphasizes that any decrease in resources must not adversely affect the Member States that are not in a position to share the costs of outreach activities. It also underlines the paramount importance of preserving fairness in the outreach effort. The Committee recommends that the Secretary-General be requested to monitor the conduct of outreach missions and to provide, in the first performance report for the biennium 2014-2015, detailed statistics on the number and destination of the missions and other outreach activities, including a comparison of the outreach activities carried out in 2013 and 2014 (para. VIII.59).	While support by Member States is welcome, outreach activities that involve travel are not determined by the ability of concerned Member States to share the costs of outreach missions. Outreach missions to Member States are based on the representation status of the Member State and/or the multiplier effect, i.e. the ability of that Member State to provide access to nationals of a range of Member States that are unrepresented or underrepresented. Based on the representation status and level of interest of the Member State, the Secretariat has to determine which outreach activities will have the most impact within the limited resources available. From the time Galaxy was introduced in 2002 to the present day of Inspira, there have been applications from candidates from around the world. The virtual career fairs held so far indicate participation from 188 countries and territories. 2013 activities involving travel included missions to: Barbados, Belgium, Brazil, Jamaica, Mongolia, Oman, Poland, Portugal, Republic of Korea, Spain, Trinidad and Tobago, United Kingdom of Great Britain and Northern Ireland and United States of America. 2014 activities involving travel included missions to: Australia, Canada, China, Japan, Norway, United Kingdom and United States.
The Advisory Committee recommends that the Secretary-General be requested to ensure that the bulletin on accessibility for persons with disabilities at the United Nations is finalized and promulgated in a timely manner (para. VIII.60).	Implemented. ST/SGB/2014/3 was issued on 19 June 2014.
The Advisory Committee stresses that the existing guidance on organizational nomenclature should be applied consistently across all Secretariat entities, with clear explanations provided for any variations from the guidance. Furthermore, the Committee expects that any proposal to update this guidance will be submitted to the General Assembly for its review (para. VIII.61).	The recommendation is under consideration. The intention is to amend the guidance in the context of the revision of the administrative instruction on classification.

Annex III

Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

A/68/6 (Sect. 29C), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
29C.41 (b) (i) c. ii	Programmes related to the use of the Integrated Management Information System (IMIS), for approximately 100 participants	1	The output is obsolete as the new enterprise resource planning system (Umoja) will be replacing the IMIS system. Therefore, no further training will be required
29C.41 (b) (i) c. iv	Programmes to improve the performance of staff in their use of Organization-wide software applications, including certification in the International Computer Driving License and programmes for departmental technical focal points, for approximately 6,000 participants	1	Obsolete. The output is obsolete, as the International Computer Driving License certification programme has been discontinued
29C.41 (b) (i) e. ii	Provision of an orientation programme for newly appointed senior leaders in the Secretariat at the Under-Secretary-General and Assistant Secretary-General levels, including briefings and provision of specially created documentation, for approximately 20 participants	20	Streamlined. Consolidated under a new output that encompasses all types of orientation programmes and briefings for new staff
29C.41 (b) (i) e. iii	Continued development and implementation of an e-learning induction programme for new staff members, with additional modules for staff at the level of Director		Streamlined. Consolidated under a new output that encompasses all types of orientation programmes and briefings for new staff
29C.41 (b) (i) e. viii	Continuation of programmes aiming at raising awareness on flexible working arrangements		Obsolete. There are now flexible working arrangements focal points within each department. There is no longer a need to promulgate the policy
29C.49 (a) (ii)	Travel health advisories and immunizations	1	Deleted, as immunizations are now included in the output 29C.54 (a) (i), Medical examinations, consultations and immunizations, and travel health advisories are either consultations or evaluations
29C.49 (a) (iii)	Diagnostic procedures: laboratory analyses	1	Removed because of laboratory closure
29C.49 (a) (v) e	Contribution to the development of staff welfare policies related to mental health and psychosocial well-being	1	Replaced with new output: measurement and monitoring of staff psychosocial well-being

A/68/6 (Sect. 29C), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
29C.49 (b) (iv)	Recommendations on special dependency benefit and special education grant cases	1	The level of activity has decreased; it is still monitored but is not significant for the purpose of reporting to the General Assembly
29C.49 (d) (i)	Compliance with stockpile requirements as documented in Medical Services Division guidelines that pertain to adverse health events	1	Discontinued as output, as activities are not effective in measuring the impact for end users
29C.49 (d) (iv)	Implementation of provider-initiated HIV testing and counselling services among United Nations medical facilities worldwide, so that more staff are aware of their HIV status	1	Completed
29C.49 (d) (v) a	Improving preparedness at duty stations and country offices for responding to mass casualty incidents through training of 200 to 250 staff members across seven duty stations annually to provide immediate on-site response as first responders	1	Training for first-responders emergency response is not the role of the Medical Services Division; this function is discharged by the Department of Safety and Security
29C.49 (e) (ii)	Enhancement and improvement of general functions and navigability of EarthMed by implementing a new release of the system	1	Completed
	Total	**30**	